Data Review Meetings

NTD Data Use Resource Hub

Acknowledgements

We extend our sincere appreciation to the **National NTD programs from seven countries (Benin, Burkina Faso, Ethiopia, Kenya, Nigeria, Senegal, and South Sudan)** for their unwavering cooperation, leadership, and commitment to public health.

We also thank our **in-country implementing partners** for their vital collaboration, operational expertise, and dedication to delivering impactful interventions on the ground. This work would simply not be possible without their collective support—each contribution has been essential to driving progress and improving lives across affected communities

We acknowledge the generous support of the **Gates Foundation (GF)** and the **Children's Investment Fund Foundation (CIFF)**, whose funding has been instrumental in advancing our shared mission to combat neglected tropical diseases (NTDs).

Lastly, we also acknowledge the **World Health Organization's ESPEN platform** for hosting these resources and making them accessible to the global health community, further strengthening transparency, coordination, and knowledge-sharing across regions.

1 NTD DATA USE RESOURCE HUB

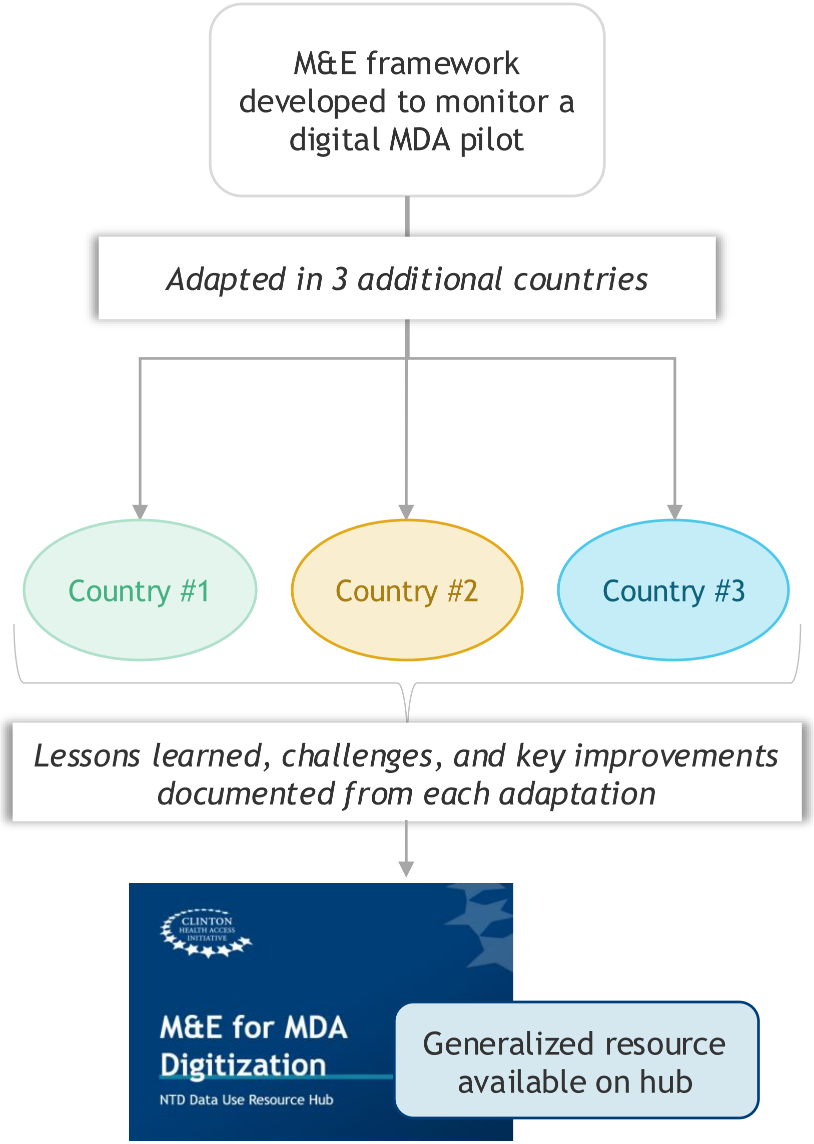
Background: Data use support provided to 6 NTD programs

- In **2021**, CHAI started providing support to **Kenya**, **Benin** and **Nigeria** (Kano) NTD program (2021-2024) with support from BMGF to accelerate elimination of PC-NTDs by:
  - Improving sustainable **access to timely and high-quality information** across relevant levels of the health system.
  - **Capacitating programs** to **routinely use data and generated analytics** such as modeling, integrating it within existing processes and structures.
- In **2022**, the support was expanded to all ARISE countries including **Burkina Faso**, **Ethiopia, Senegal, and South Sudan*** (2022-2025) with support from CIFF and BMGF.
- CHAI staff conducted in-depth country landscaping in 6 countries to identify the specific NTD program data use gaps that were undermining campaign and intervention effectiveness.
- Based on this work, CHAI staff worked in concert with NTD programs and key implementing partners to develop customized solutions to address these key challenges.

- Direct support to 6 countries
- 15 staff embedded in country
- August 2021 – December 2025

CHAI has no in-country presence in South Sudan. Support consisted of sharing cross-country lessons and deepening engagement through other in-country partners.

The NTD Data Use Resource Hub: Customized solutions → generalized guidance



- While solutions were developed for the specific goals and challenges of individual NTD programs supported through the BMGF/CIFF investment, the work revealed **significant overlaps between countries in impactful solutions**.

- Throughout implementation, **CHAI teams actively shared and adapted guidance, templates, and best practices** – showcasing the transferability of learnings and resources across countries.

- To enable broader uptake beyond grant-supported countries, these resources were **standardized and paired with concise "how-to-use" guides** to facilitate adaptation by other NTD programs.

- The tools are designed to **complement existing resources** from the WHO and key NTD partners, with a focus on bridging the gap between technical tools and day-to-day program operations.

- **Emphasis is placed on practicality and usability**: organizing planning meetings, structuring data review discussions, and improving access to and use of routine data without overburdening NTD program staff.

Available resources and intended users

- These tools are designed for NTD program teams—**particularly program managers and M&E officers**—who want to strengthen data use to inform decision-making.
- These resources are designed to help programs **address existing challenges in how they organize, review and use data** for planning and decision-making.
- Each resource includes a brief usage guide to support customization and integration into existing workflows accompanied by generalized templates for adaptation.

Available resources in Hub

- Creating data-driven, integrated work plans
- Integrating microplanning ahead of MDA
- Developing NTD data systems and repositories
- Digitizing MDAs with standard XLS forms
- Developing MDA digitization M&E plans
- Implementing data quality support tools
- Conducting effective data review meetings
- Developing M&E frameworks for NTD Master Plans

The WHO's Roadmap M&E Framework outlines key best practices for managing NTD data. Resources included in the Hub are designed to help programs put those best practices into action.

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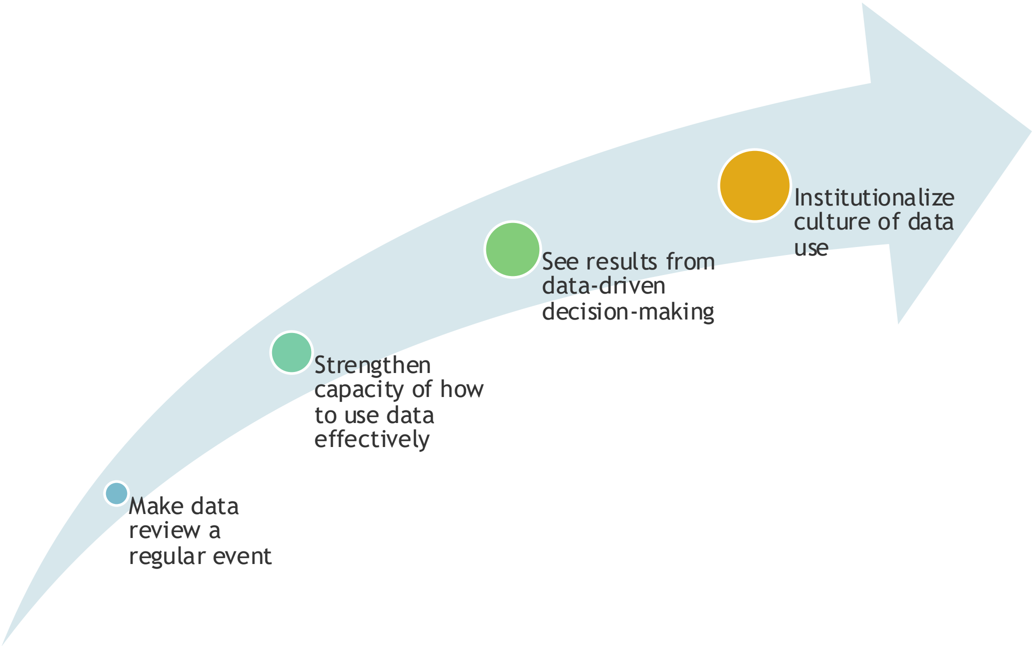
Data collection	• Integrated and standardized disease-specific and cross-cutting indicators and data collection tools • Mainstreamed into health management information system/integrated disease surveillance and response • Disaggregated by age, gender and location • Recorded and reviewed on the same day that collected • Reported to the next level in a timely manner • Supervised collection of data • Digital health platform used for collection
Data storage and aggregation	• Mainstreamed into health management information system/integrated disease surveillance and response • Secured with defined users and access • Updated at regular intervals
Data validation	• Validated at multiple levels with feedback on data quality • Triangulated from various sources • Checked for internal and external consistency • Routine (e.g., during supportive supervision) and period exercises (e.g., coverage evaluation surveys, data quality audits) conducted
Data analysis	• Viewed through the lens of person, time, place to answer 4/5 Ws: "what, where, when, why and how?" • Analysed at multiple levels (community, health facility, district, national, regional, global) • Advanced analyses used to fill public health data gaps
Monitoring progress towards targets	• Progress measured with attention to geographical areas, population groups and trends over time • Progress analysed as to how and why targets are being achieved or not achieved to inform decisions

Source: Box 2, Best practices in NTD data process

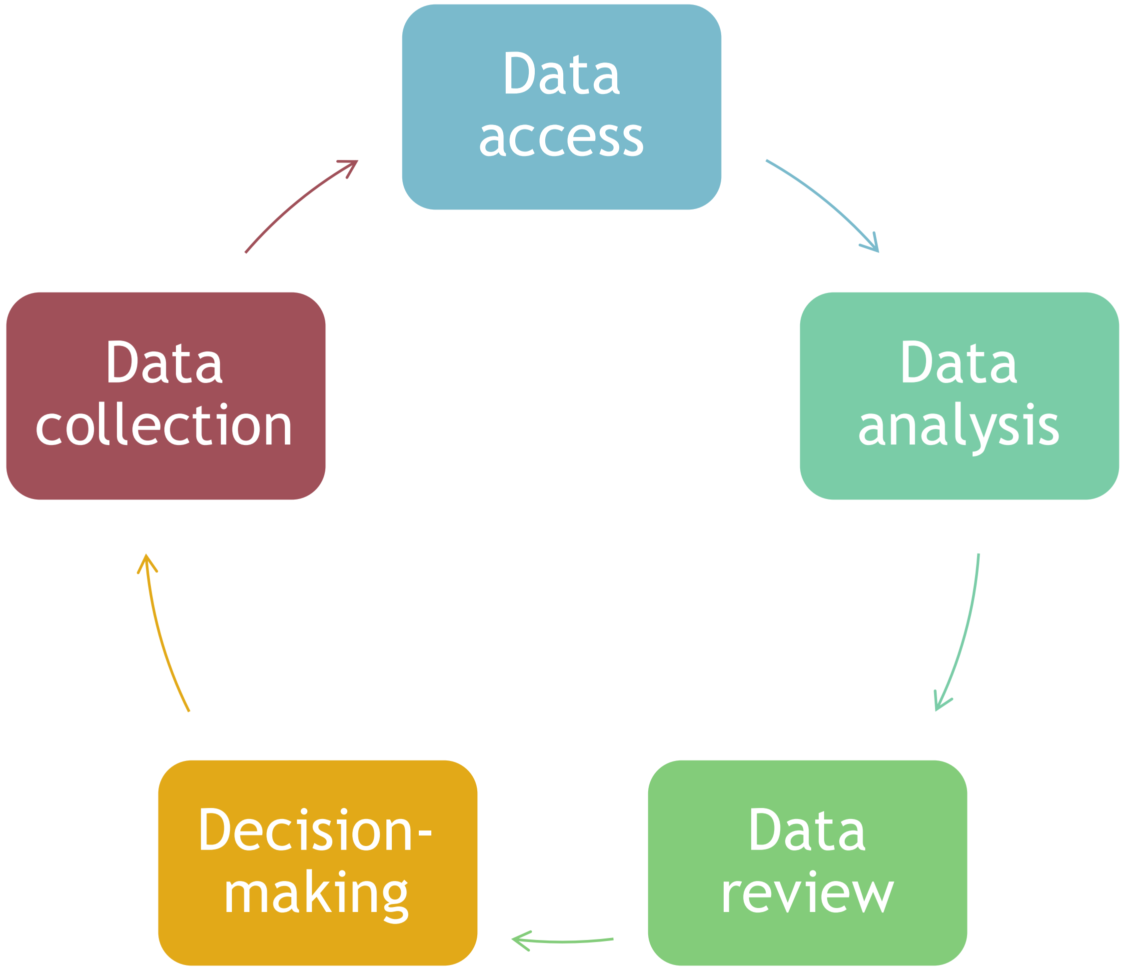
2 OVERVIEW

Purpose of this resource

- NTD programs, technical partners, and implementers all recognize the importance of data review—but in practice, embedding it into routine operations can be challenging amid competing priorities.
- This guide builds on existing resources to offer **practical, step-by-step support** for programs working to **institutionalize a culture of data use**.
- Data review won't become routine overnight—but by building capacity at all levels and deliberately making space for data review as a central part of programming, programs can begin to shift how decisions are made, how problems are identified, and how progress is sustained.



Data review is an essential component of improving performance and leveraging the work that goes into data collection and reporting.



- Data review is not **a one-off activity,** but a **routine practice** with **different goals at different moments** in the program cycle.
- Data review allows the program to turn **information into evidence.**
- Regular use of data can improve program performance – in both **the short-term and the long-term**:
  - Make activity improvements in real-time
  - Adjust strategy and priorities
  - Monitor program impact.

Example: How data use can improve programming

Long-term

Multiple data review sessions were conducted to harmonize multiple sources of epidemiological data, leading to a more up-to-date picture of schistosomiasis burden and **updated treatment strategy for [_] IUs.**

Short-term

Daily data review during an LF campaign identified an area that was lagging far behind in terms of coverage. Additional distributors were dispatched to the area and reached **[_] additional people**, leading to acceptable coverage by the end of the campaign.

What do we mean by routine data review?

Dedicated forums for **routine review** → *Monthly, quarterly, daily…*

of **relevant NTD indicators** → *Coverage, Stock, Target population, Finance, Operational, Epidemiological*

that ensure that staff **at all levels** → *National, province, district, and facility; across all cadres*

can identify challenges and **develop targeted action plans**

in order to improve performance. → *Facility supervisions, mop-up visits, refresher trainings…*

The data-to-action framework reminds us that data review should be action-oriented, and result in a set of actions needed to address identified gaps

What are the key decisions that need to be made?

What are the key indicators that will inform these decisions?

What are the data elements required to estimate selected indicators?

Where does the data come from?

How are these indicators analysed and visualised?

How are interpretations and action plans made?

How are actions implemented?

How are actions monitored and evaluated to show change in data use and improvement to impact indicators?

This framework starts by asking **what key decisions and questions do program staff need to answer?**

This framework is iterative: The data collected inform the monitoring and evaluation of the actions taken, which lead to additional questions to be answered

What this guide contains

Best practices for establishing data review meetings, including during MDA	Taking data review to the next step: action tracking	Designing dashboards that facilitate data review and use
• Best practice guide • Example planning template • Example agenda • Example SOP	• Best practice guide • Examples of action tracking templates	• Best practice guide • Checklist of progress from nascent to mature dashboard development

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HOW TO PLAN AND IMPLEMENT EFFECTIVE DRMs

What ingredients make data review meetings effective?

- Clear goals and objectives are communicated in advance and agreed upon by all participants.
- A designated meeting coordinator handles logistics, preps materials, and ensures co-facilitators are in place to keep discussion focused.
- Right-sized participation: All key stakeholders are included, but the group remains small enough to stay productive and efficient.
- A defined agenda includes time for:
  - Data presentation
  - Focused discussion
  - Agreement on action items
- Facilitators are prepared to manage time and steer discussion away from tangents.
- Data is prepared and shared in advance, in clear tables or visuals that support interpretation and decision-making.
- A system is in place to track decisions and action items, with deadlines and assigned point persons for follow-up.

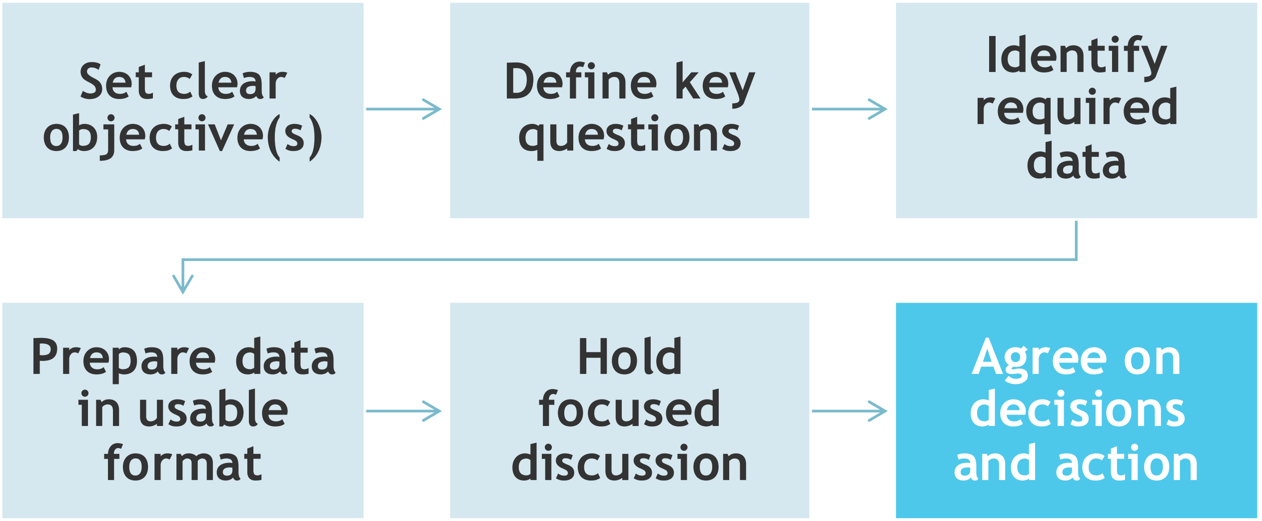
Data review should be a frequent part of the NTD program's rhythm of business—but frequent doesn't mean repetitive.

- Data reviews should be a frequent occurrence in the program's calendar, but each one should be tailored to the priorities and objectives of the moment. A few examples are described below:

Activity	DRM objective	Frequency	Examples of Data to Review
During MDA campaigns	Identify and address campaign issues in real-time	Daily / multiple times per campaign	Daily treatment coverage reports Stock and supply status Missed/zero-reported areas Supervision checklists
Post-MDA debriefs	Analyze performance, identify lessons learned, document action items for next campaign	Immediately after MDA	Final coverage data Reasons for low coverage Adverse event reports Reverse logistics
Microplanning	Ensure campaign plan is adjusted to incorporate latest data	1-2 months prior to campaign	Population estimates by sub-area Previous coverage and missed areas Logistics needs (teams, transport) School / community registers
During work planning / JRSM + TEMF population	Prioritize interventions and drug requests based on latest data	Annually	District-level coverage trends Funding gaps Disease prevalence and mapping data Operational bottlenecks
Master Plan midterm and endline reviews	Adjust strategies and assess progress toward goals	Every 2.5 years	Key indicators included in the Master Plan M&E framework Evaluation reports Coverage and impact assessments Financial and activity completion indicators

Every data review meeting should have clear objectives set in advance to ensure the meeting can be an effective use of time.

- The coordinator of each data review meeting should define **clear objectives in advance**. This ensures:
  - The right data to answer the key questions is identified and prepared.
  - Time is available to format and clean the data appropriately
  - The meeting facilitator can keep discussion focused on key objectives.
  - The team stays oriented towards what actions are expected from the objectives.
- NTD programs manage large volumes of data—not all of it needs to be reviewed every time.
- Well-defined objectives help focus each DRM and improve efficiency.



Clear objectives: Best practices and examples

Best practices

Each meeting's objectives should speak to the current focus of the program

(e.g., during a campaign, objectives should focus on real-time improvements, during work planning, objectives should focus on targeting)

Make sure objectives are achievable in the time available

(e.g., you will need more than an hour-long meeting to diagnose reasons for low coverage and identify concrete next steps)

Objectives should encompass a decision, not just review

(e.g., "review areas of low coverage" is not as clear of an objective as "identify which villages require supervision and mop up")

Share objectives with participants a few days in advance.

(this allows time for feedback and to ensure consensus)

Example: Determine areas where additional mop up days will be required (*during a campaign*).

Example: Review ward-level population estimates to identify where additional CDDs may be required to achieve adequate coverage (*during microplanning*).

Example: Assess survey results to determine where MDA can be stopped or delivered less frequently in the coming year (*during work planning*).

Having a designated meeting coordinator helps ensure that meetings take place on schedule and stay on task.

Meeting coordinator checklist	
Set objectives	☑
Select participants	☑
Identify co-facilitators	☑
Draft agenda	☑
Determine necessary data inputs	☑
Ensure presentations / dashboards are ready	☑
Oversee logistics management	☑
• Booking venue / managing virtual meeting*	☑
• Inviting participants	☑
• Distributing and printing meeting materials	☑
Designate note-take for decisions and action items	☑

DRM coordinators play a critical part in institutionalizing data use.

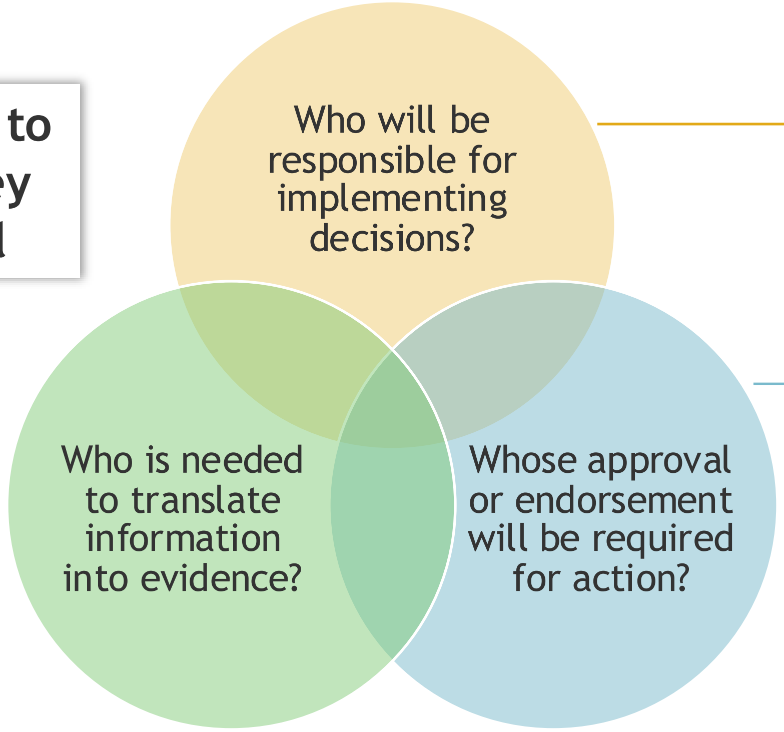
By managing the behind-the-scenes logistics—ensuring meetings are well-supported, scheduled regularly, and grounded in clear objectives—they help make data review feel expected. In doing so, they model best practices and help shift meeting culture toward action and learning.

***See Annex C** for additional information on choosing platforms and setting up virtual meetings.

To determine appropriate participants, ask: "Who needs to attend the DRM to ensure the objectives are achieved?"

- Determining appropriate participants is a delicate balancing act: too many participants can impede decision-making; too few may risk key stakeholders being absent.
- Aim to keep DRMs limited to essential personnel for interpretation, action, and approval. If the objectives of the DRM require a large group (e.g., endline review), aim to segment the participants into small groups to focus on sub-objectives.

Framework to identify key personnel



e.g., program managers, subnational staff, or implementing partners who oversee operations and can ensure follow-through on agreed actions.

e.g., senior program leadership, ministry officials, or donors whose support is needed to unlock funding, authorize changes, or ensure coordination.

e.g., M&E personnel, data managers, or contextual experts who can help interpret the data clearly for all participants and drive evidence-based action.

DRM agendas set expectations for participants about the key objectives and outputs of the meeting and can help keep discussion on task, by assigning clear responsibilities for facilitation and timekeeping.

- Effective DRM agendas manage the flow of the meeting for participants, ensuring that time is built in for translating the data into action, not just discussing what the data says.
- DRM agendas should include assigned facilitators and time for each section, to ensure that the discussion stays on task and there is a party responsible for keeping time and moving onto the next item.
- The assigned note-taker for the meeting can be tasked with noting down important topics that digress from the main objective of the meeting to ensure they can be taken up at a later date.

Example of a starting point for a DRM agenda

Agenda Item	Purpose	Facilitator	Time
Welcome and objectives	Align on the meeting's purpose and expected outcomes	Coordinator	10%
Review data	Ensure shared understanding of the most recent data	M&E lead	20%
Discussion	Reach consensus on what the data means and implies	Co-facilitator	30%
Determine action items	Define how insights will be translated into action	Co-facilitator	30%
Next steps and close	Confirm responsibilities, timelines, and follow-up	Coordinator	10%

DRM facilitators should be empowered to keep time and bring the discussion back to the meeting objectives.

Best practices

Set expectations during the meeting opening and, in the agenda

(e.g., apprise participants that facilitators will be moving the discussion along when it goes off-topic or when time for each session is reached)

Keep participants anchored to action

(e.g., chime into discussions about data interpretation with "what will we do with this insight?")

When appropriate, use collaborative note-taking to reinforce transparency and accountability.

(e.g., have the note-taker project the action tracker for all participants as it is being filled out)

Actively bring in all participants to the discussion

(e.g., use prompts for sub-national staff to speak up about insights from their area)

Present the right data, in the right format, for the right audience

- Data review meetings are only as effective as the data presented. If the data isn't relevant, understandable, or actionable, participants will struggle to translate it into impactful actions.

1. Data needs identified

- Based on DRM objectives, coordinator determines what indicators, timeframes, and geographic levels are relevant

2. Data is accessed

- M&E analyst extracts needed data from databases, reports, or dashboards
- If available, pre-built dashboards are filtered to match meeting focus

3. Coordinator reviews

- DRM coordinator or technical lead checks that the data is appropriate for meeting objectives and is clearly presented.

4. Insights shared in advance

- Clean visuals, dashboard links or summaries shared before the meeting.

Data Preparation Process

Matching data to the objectives: Best practices

Best practices

Let the **objective guide the dataset**, not the other way around

(e.g., available dashboards or visuals might not match the decision intended to come out of the DRM – if your dashboard displays admin1-level data, but you want to understand what is happening at the admin2 level, additional analysis will be required)

If data has limitations, **flag them—but still use what's available** if it's the best information available to inform a critical decision

(e.g., if reverse logistics reports are frequently missing, instead of excluding this data entirely from an analysis of stock use, use a chart that includes a "no data" category or add footnotes to flag the issue. This can lead to decisions about improving reporting that would not have arisen otherwise)

Choose the right visual to make your point

(e.g., if you need to make decisions about targeting MDA for hard-to-reach populations that are clustered in certain areas a map may help your audience grasp the point more quickly than a bar graph)

Ensure relevant context and/or comparisons are included

(e.g., if coverage appears to be low when using a projected census population denominator, it could be useful to show a comparison coverage rate calculated using recent enumeration data to help drive decisions about appropriate population denominators for planning)

SEE "DEVELOPING DASHBOARDS" DATA HUB RESOURCE FOR MORE GUIDANCE

Best practices for DRMs
Clear objectives
Designated meeting coordinator
Appropriate participants
Clear agenda
Active facilitation
Usable data
Action items tracked

Using dashboards during DRMs

- Dashboards (such as in DHIS2) provide real-time, automated visuals of various indicators that can enable quick review of data to inform decisions.
- A well-designed dashboard will **simplify complex data sets into actionable visuals**, by:
  - integrating **multiple data sets in one place**
  - filtering only data **relevant to a user**
  - presenting indicators visually, making it **easier to understand** and act on
  - presenting visuals that are **easily linked to decisions**
- Dashboards are only *useful* if they are *used*! This requires ensuring users have **access**, **time**, and **skills** to use them.

SCH - Coverage by District - This Year

District	SCH - Total Treated	SCH - Total Targeted	SCH - % Coverage	SCH - Total Targeted Male	SCH - % Coverage Male	SCH - Total Targeted Female	SCH - % Coverage Female	SCH - Target Population 5-14 Years	SCH - % Coverage 5-14	SCH - Target Population 15+ Years	SCH - % Coverage 15+
District 1	9,000	18,000	50.00%	4,300	47.80%	4,700	52.20%	14,000	55.00%	4,000	35.00%
District 2	15,000	22,000	68.20%	7,800	66.70%	7,200	70.60%	18,000	70.00%	4,000	60.00%
District 3	17,000	23,000	73.90%	8,500	72.00%	8,500	75.80%	20,000	76.50%	3,000	55.00%
District 4	26,500	35,000	75.70%	13,500	75.00%	13,000	76.50%	30,000	78.00%	5,000	65.00%
District 5	30,000	36,000	83.30%	15,000	83.30%	15,000	83.30%	31,000	85.00%	5,000	72.00%
District 6	11,250	15,000	75.00%	5,500	73.30%	5,750	76.70%	13,000	78.00%	2,000	60.00%

< Example of a dashboard tailored for action.

- A simple dashboard looking at SCH campaign results at the district level.
- Users are guided to areas that require further action by use of the 'stoplight' color-coding.
- Key additional information is also provided, beyond coverage information – including actual numbers targeted and population group disaggregation.

Action trackers: A simple but essential tool for connecting DRMs to programmatic improvements

Best practices for DRMs
Clear objectives
Designated meeting coordinator
Appropriate participants
Clear agenda
Active facilitation
Usable data
Action items tracked

- Action trackers are as simple as a table in a document or Excel sheet, but provide a necessary link to connect decisions made in DRMs to realized programmatic improvements.
  - Keeps teams accountable for decisions made during the DRM
  - Ensures follow-through—so meetings result in action, not just discussion
  - Provides continuity across review meetings (e.g., track what was done since the last DRM)
  - Reinforces a culture of using data for decision-making and improvement

Best practices	
Update in real time during the meeting, so all participants can see who owns what action and when it is due.	Actions should be SMART (see next slide)
Every action needs an owner	Action trackers should be stored in a shared location and reviewed and updated across DRMs.

Recorded actions should be SMART: Avoid vagueness and lack of accountability

SMART	Definition	Not SMART	SMART
Specific	Clearly describes the task	"Follow up on coverage issues"	"Identify low-performing wards in District X"
Measurable	Includes a quantity or outcome	"Improve reporting"	"Increase stock card submission from 60% to 80%"
Assignable	Names *who* is responsible	"Review population data for District X"	"Data manager for District X to review population data"
Realistic	Can be achieved given time and resources	"Achieve elimination"	"Prioritize completion of schedule impact surveys next year"
Time-bound	Has a deadline	"Complete reporting"	"Complete reporting by end of Q3"

Your action tracker template can be structured to encourage "SMART" inputs

Best practices for DRMs
Clear objectives
Designated meeting coordinator
Appropriate participants
Clear agenda
Active facilitation
Usable data
Action items tracked

Action tracker used for DRMs focused on real-time campaign data

Meeting date	Indicator reviewed (e.g., coverage report, stock report)	Data source (e.g., dashboard, supervisor checklist)	Insights (What does the data reveal about the situation?)	Trend (Is there any notable patters? What is the pattern?)	Root cause (What is causing the challenge?)	Impact (How does it affect campaign implementation, performance or data quality?)	Actions to take	Responsible person(s)	Expected completion data	Outcome (What happened after the action was taken?)
Day 3	Coverage	Dashboard	Ward X has only 20% coverage on day 3 of campaigns	The wards has been consistently low performing from day 1	Inadequate number of CDDs to effectively reach the target population within 5 days	Low coverage and missed communities and target population	➢ Deploy 4 additional CDDs to area ➢ Conduct one mop up day	Ward manager	Day 6	Improvement in coverage by 60% after mop up

[Link for Excel action tracker template]

ANNEX

A DRM PLANNING GUIDE

DRM PLANNING GUIDE	RESPONSE
What challenges have there been since the last DRM that this meeting could address? (e.g., poor data quality, low coverage, etc.)	
What is the purpose of the data review meeting? (e.g., post-MDA review, annual work planning, reporting, etc.)	
What are the key objectives you want to achieve by the end of the DRM? (The objectives should help you answer a certain question or solve a specific problem by the end of the meeting. They can be mixed and matched if the meeting has multiple purposes. The number of objectives should be achievable in the number of days planned for the meeting.)	
What outputs do you need to have by the end of the DRM? (e.g., targeted list for supervision visits, prioritized districts for MDA, etc.)	
Who needs to attend the DRM to ensure the objectives and outputs are achieved?	
What activities need to happen at the DRM to ensure the objectives and outputs are achieved? a. Are refresher trainings on certain processes or programs (e.g., DHIS2, Excel or QGIS) needed first for participants to feel comfortable doing the other activities?	
Who is responsible for facilitating each session?	
How much time is needed for each session?	
Who is responsible for preparing the meeting materials (eg presentations, activities)? a. When do they need to be completed by? b. When do they need to be sent to participants/facilitators by to give them enough time to prepare?	
Who will be responsible for organizing the DRM logistics (e.g., booking venue, sending invites, printing materials)? a. When do these tasks need to be completed by?	

ANNEX

B EXAMPLE SOP FOR AN "OPERATIONS ROOM"

ADAPT TO YOUR CONTEXT

SOP table of contents

- Definition of Operations Room and Review Meetings
- Membership and Roles and Responsibilities
- Modalities of Operation
- Meeting Frequency
- Feedback Mechanisms
- Tools
- Meeting Outcomes

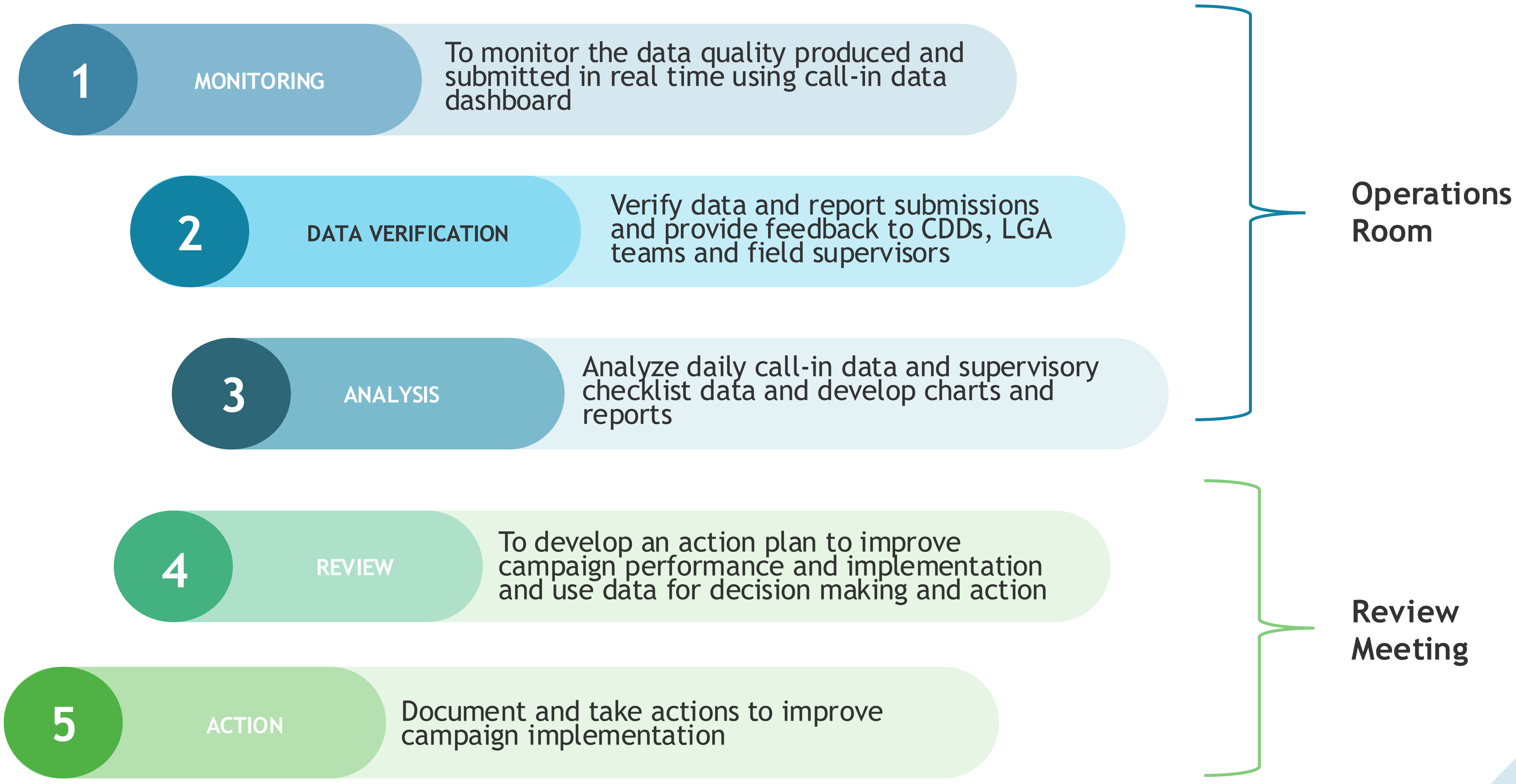
ADAPT TO YOUR CONTEXT

Definition of Operations Room and Review Meetings

Context	"Operations Room" Definition	Review Meeting Definition
• Health information systems, including periodic (campaign) and routine (surveillance) systems, have become critical tools to streamline disease control efforts in endemic communities. • Governments and health programs rely on quality and accurate health information systems to allocate resources to subpopulations to optimize interventions. • These systems often face quality issues (data quality, poor coverage, missed opportunities, etc.) that limit their use by service providers and decision makers to better inform health services delivery.	• An operations room is a center where all information are gathered and organized for dissemination to appropriate destinations before, during and after implementation of a campaign. • It serves as a hub for coordinating the preparation for and monitoring the conduct of the campaign as well as ensuring proper documentation of all campaign proceedings for utilization in review meetings and future planning.	• A review meeting is an opportunity to review performance, a specific process, or strategy. The focus of review meetings are to retrospect on how performance of a campaign can be improved in the future • Review meetings provide greater opportunity for stakeholders to discuss current performance, problem-solve critical challenges and proffer solutions in the short- and long-term perspectives.

ADAPT TO YOUR CONTEXT

Operations Room v. Review Meeting



ADAPT TO YOUR CONTEXT

Define expected participants - both operations room and data review

Name	Designation	Contact
1	High-level MoH stakeholders	
2	Program managers	
3	Sub-national staff	
4	Representatives from other ministries	
5	Partner representatives	

ADAPT TO YOUR CONTEXT

Define roles and responsibilities: Operations Room

Role	Description	Responsibilities
Operations Room Coordinator	Typically, the lead M&E officer for the campaign (or other relevant staffer as assigned by campaign lead)	• Coordinate all Operations Room activities and staffers • Escalate relevant issues to the campaign lead as they are identified in the monitoring data (e.g., commodity stockouts, campaign delays, etc.) • Submit daily update on campaign progress to the coordinator • Prepare presentation decks for utilization during campaign review meetings
Operations Room Officers	Other M&E officers, data clerks, health information officers, as needed to adequately staff the Operations Room.	• Continually staff the Operations Room to ensure full coverage during the campaign • Supervise information and reports coming in from specific designated areas • Track the status of data reporting by viewing the daily findings from the dashboard and summarizing it for ease of analysis and review • Conduct data analysis and development of presentations for campaign performance during and after the implementation • Serve as secretariat during campaign review meetings to taking and sharing minutes of meeting and tracking action points amongst others

ADAPT TO YOUR CONTEXT

Define roles and responsibilities: Review Meetings

Role	Description	Responsibilities
Chair	High-level MoH staffer (usually) will serve as the Chair to lead the review meetings with a view to give oversight and ensure targeted objectives are achieved.	• Schedule the review meeting (time, venue, frequency) • Review and finalize the agenda of the meeting • Moderates the meeting to ensure discussions are focused on agenda items
Campaign lead	Campaign lead serves as the key link between the Chair and the NTD program directing the campaign and Operations Room.	• Ensures Chair has all needed information to build agenda • Presents the campaign performance and progress during the meeting • Addresses major technical concerns or responds to technical questions
Members of Operations Room	Operations room members will ensure information flows efficiently and that key outcomes are tracked and shared with all participants.	• Prepare deck and present campaign progress (weekly report) • Take and share finalized meeting notes including action points • Tracking of action points/next steps
Campaign field supervisors	Supervisors ensure field realities are reflected in discussions and that operational issues are escalated as needed.	• Provide field updates especially to major issues that could not be resolved (including feedback to LGAs) • Share critical field experiences such as best practices, lessons learnt, etc.
All other participants	Any other participant expected to participate in review meetings.	• Brainstorm on ideas, solutions and suggestions to campaign concerns raised during the meeting.

ADAPT TO YOUR CONTEXT

Tasks: Campaign Operations Room should operate daily as campaigns are happening, while data review meetings are conducted periodically to review overall implementation

Operations Room

The operations room members will meet daily during the implementation of campaign to:

1. Follow up with CDDs on the commencement of treatment and distribution
2. Track the submission and quality of treatment data i.e., its timeliness, completeness
3. Track daily performance of CDDs and field supervisors
4. Compile challenges and feedback from CDDs, subnational teams and field supervisors
5. At the end of the week, compile and analyze treatment data to develop weekly report

Review Meetings

Throughout the campaign period, review meetings will be convened bi-weekly to:

1. Review campaign implementation data and trends (treatment, coverage, wastage)
   a. Identify high and low performing IUs
   b. Identify IUs requiring mop-up
2. Discuss challenges encountered and devise mitigation strategies
3. Document lessons learned and best practices
4. Develop action points for CDDs, supervisors, and subnational teams to improve campaign performance

Lessons learned will be used in planning the next MDA implementation (e.g., prioritizing communities with low coverage, etc.)

Feedback mechanisms: Using different communication methods, the Operations Room team should communicate and provide feedback to the field supervisors and subnational teams before review meetings

ADAPT TO YOUR CONTEXT

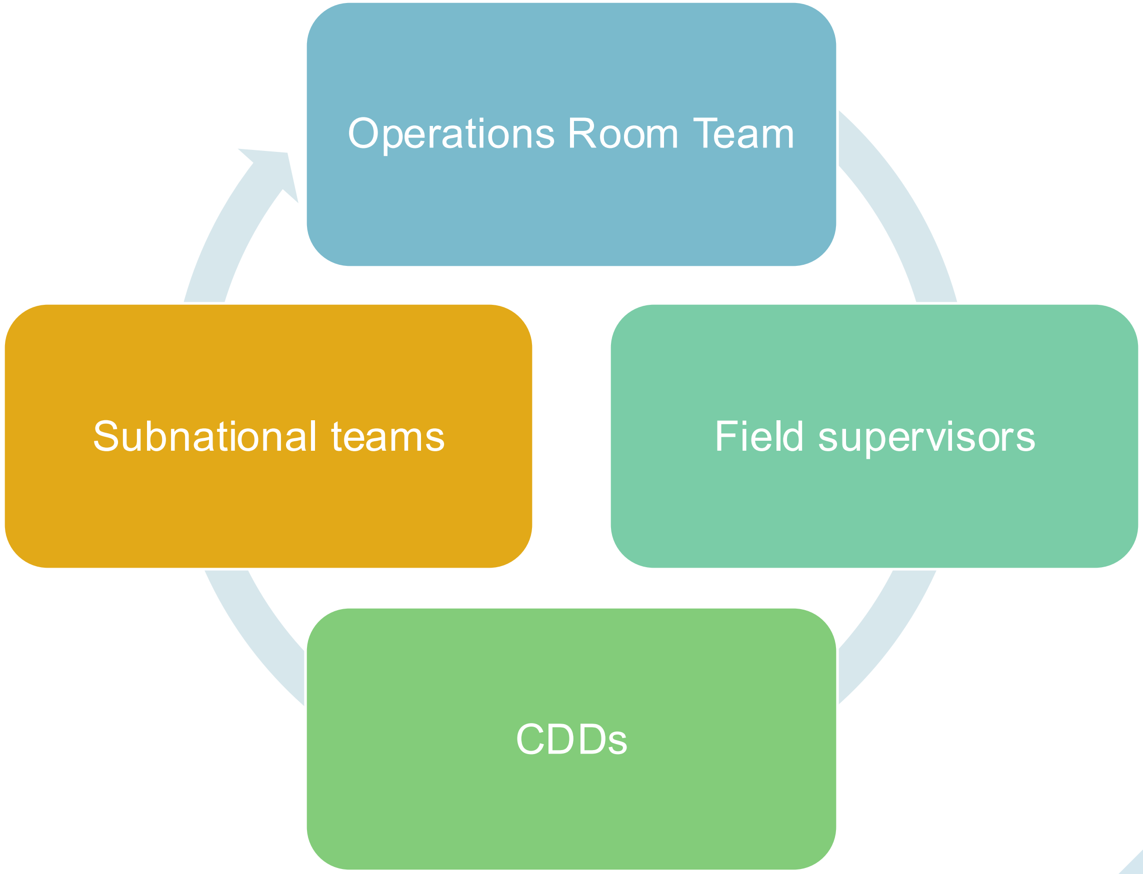
1. Operations Room team communicate with field supervisors on identified issues, e.g.,
   i. Non submission or poor quality of data
   ii. Delayed commencement of MDAs in IUs
   iii. Low performance of CDDs

2. Field supervisors visit identified ward or community to understand root cause of issue and proffer solutions

3. CDDs report to subnational team challenges faced during the implementation

4. Subnational team compile challenges and share with the Operations Room team for compilation

5. During data review meetings, feedback will be provided to the Operations Room team and state team on:
   i. Outstanding challenges
   ii. Decisions on data e.g., to conduct mop-up of prioritize low performing IUs



ADAPT TO YOUR CONTEXT

Tools / data sources used by Operations Room

Tool / data source	Use by Operations Room
Daily submissions from CDDs / supervisors (e.g., paper summary forms, electronic submissions)	• Performance monitoring • Campaign progress • < Summarized in dashboard / report >
DHIS2 / NTD Database	• Performance evaluation • Summarizing
Supervisor's checklist	• Monitor progress of supervision • Monitor campaign challenges in the field
Implementation checklist	• Status of preparedness before campaign • Treatment implementation
Microplan	• Monitor progress against targets • Monitor number of CDDs working
Stock data	• Monitor utilization and return of stock

ADAPT TO YOUR CONTEXT

Sample agenda for Review Meeting

Item No.	Item	Responsible Party	Time
1	Introductions	All	10 mins
2	Opening remarks	Chair	5 mins
3	Feedback from the field	All	30 mins
4	Presentation of campaign performance	Campaign lead	15 mins
5	Discussions	All	25 mins
6	AOB	All	10 mins
7	Review of action points	Secretariat	10 mins
8	Closing remarks	Chair	5 mins

ADAPT TO YOUR CONTEXT

Expected outcomes from Operations Room and Review Meetings

Operations Room	Review Meetings
Completed daily implementation checklist tracking implementation status of MDA	Minutes of meeting highlighting challenges encountered and proffered solutions
Report of analysis of daily campaign call-in data highlighting daily performance of IUs	Action point implementation and data use tracker
Report of analysis of supervisory checklist from field supervisors and subnational teams	Documented lessons learned and best practices for the campaign
Weekly MDA implementation report (trends, performance, challenges)	
Action point implementation and data use tracker	
Campaign implementation report (at the end of the campaign)	

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C VIRTUAL MEETING TIPS

Virtual meetings: Tips

- Send reminders with the meeting link and time (in local format) at least a day and an hour before.
- Offer multiple access methods: link + phone dial-in if available.
- Test ahead: Try joining from a participant's phone to check ease of access.
- Keep it simple: Avoid switching between platforms unless necessary.
- Have a backup plan: WhatsApp audio or SMS follow-up in case of internet failure.

Last updated in 2025 - features may have updated or changed.

Virtual meetings: What free platforms are available?

Platform	Basic Setup Steps	Mobile-Friendly?	Pros	Cons	Tips
Zoom (Free)	1. Create account at zoom.us 2. Click "Schedule a Meeting" 3. Set time and copy link 4. Share link via email/WhatsApp	Fairly mobile-friendly (App needed for full features)	• Widely known • Good call quality • Screen sharing available • Dial-in options	• App download often required • 40-min limit • Uses more data	• Use "Join from Browser" where possible • Share both link + dial-in number
Google Meet (Free with Gmail)	1. Go to meet.google.com 2. Click "New Meeting" → "Create a meeting for later" 3. Copy and share link	Very mobile-friendly (Can work in browser or Gmail app)	• No time limit • Easy for Gmail users • No app needed on some phones	• Gmail login needed • Limited phone dial-in in some areas	• Use Chrome on mobile • Encourage joining via browser to skip app
Microsoft Teams (Free Plan)	1. Sign up at teams.microsoft.com 2. Click "Calendar" → "New meeting" 3. Share link	Less mobile-friendly (Interface heavy; app works better)	• Strong file sharing • Integrates with Office tools	• App recommended • Complex for new users	• Use browser when possible • Provide step-by-step join instructions
WhatsApp Video Call	1. Open group or chat 2. Tap camera icon to start video call 3. Add participants	Extremely mobile-friendly (No new app or signup needed)	• No setup needed • Familiar to most users • Low data use	• Max 8 people • No screen sharing or scheduling	• Use for quick, informal calls • Follow up with text notes